Proposal No. 9418

November 6, 1974

Montana State Plan for the Improvement of Emergency Medical Services

Prepared for

Mr. Robert L. Quam
Chief, Bureau of Medical Services
Montana State Department of Health and Environmental Sciences
1424 9th Avenue
Helena, Montana 59601

BOOZ · ALLEN & HAMILTON Inc.

Management Consultants

4733 BETHESDA AVENUE
BETHESDA, MARYLAND 20014
656-2200
AREA CODE 301

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Mr. Robert L. Quam
Chief, Bureau of Medical Services
Montana State Department of Health and
Environmental Sciences
1424 9th Avenue
Helena, Montana 59601

Dear Mr. Quam:

This letter constitutes our proposal to assist you with the revision of the Montana State Plan for the Improvement of Emergency Medical Services. Our understanding of your requirements is based on discussions held in Helena with you and members of your staff. Mr. Mundell, our Senior Vice President for the field of telecommunications, outlined these discussions to me and asked that I prepare this proposal and plan to direct our study team. I have extensive experience in the design and writing of planning documents. As such, it seemed logical that I play a major role in this assignment.

Our previous experience with other State EMS plans and the Federal review and approval process will be brought to bear as we perform the work. Similarly, our planned study approach reflects earlier experiences assisting state and local governments to develop improvement plans and supporting documentation. Many of these previous efforts successfully supported applications for federal grants similar to your pending HEW/EMSS 1203 application. In addition, our approach has been especially tailored to fit the very tight time constraints within which the revised Montana plan must be developed.

In this proposal we identify the specific staff personnel from among whom our project team will be selected. We plan a three man team of a part time officer, a half-time associate and an essentially full time consultant. The cost of our services will be held to a practical minimum by planning on the use of State of Montana personnel wherever possible for assistance in fact gathering, analysis, and draft writing. This approach will provide some residual training benefits to your personnel and make it feasible to do a major revision of your state plan in the required short period of approximately 11 weeks.

In the final paragraph of this proposal, we briefly summarize our qualifications to perform the work. If you require more detailed descriptions of these or related assignments, please refer to our unsolicited proposal of October 21, 1974, Development of Montana State Emergency Medical Services and Communications Plan. We believe extensive experience in project management and planning, health and medical consulting, and the design of supporting subsystems such as communications, uniquely qualifies Booz, Allen to perform the services you currently require.

OUR UNDERSTANDING OF YOUR REQUIREMENTS

The current version of the Montana State Plan for the Improvement of Emergency Medical Services prepared in July of last year, obviously represents a thoughtful and factual discussion of current EMS capabilities in the State of Montana as well as many of the apparent needs for improvement. However, when viewed as a planning document that must serve as a basis for federal grant application approvals, we recommend several possible improvements, such as:

- More clearly addressing the 15 mandatory Emergency Medical Services System (EMSS) components
- Quantitative and uniform displays of the improvement programs proposed
- More organized information on benefits, schedules, costs, and personnel impacts.

In order to develop a plan which will meet all of the requirements of HEW while serving as a better control and communications document within Montana, it will be necessary to significantly condense, reorganize, and reformat the information contained in the present plan, gather and incorporate additional data, and design and complete program summary displays. The work must be accomplished by March 1, 1975 when the plan is required for your HEW/EMSS 1203 grant application submission. In order to meet this milestone the final smooth draft of the improved plan should be available for final staffing within Montana no later than February 1, 1975. Allowing for some lost time due to the holidays in November and December, as well as to potential problems that might develop with travel during these winter months, we recommend that you plan to start the work no later than mid-November 1974. These dates are reflected in our discussion of approach which follows.

OUR PLANNED APPROACH

Our planned approach consists of seven discrete tasks, each of which is described below. The proposed schedule for the performance of these tasks is as follows:

(1) Identify recommended improvements - 18 to 22 November

(2) Prepare synoptic outline - 25 to 29 November

(3) Review synoptic outline with Montana EMS Committee - 2 to 3 December

(4) Prepare detailed work plan - 4 to 6 December

(5) Prepare rough draft of proposed improved plan - 9 December through 17 January

(6) Participate in the coordinated review and final modification of the initial draft - 20 through 31 January

(7) Publish a smooth version of the approved EMSS plan - 3 to 21 February.

Identify Proposed Improvements

We will thoroughly review your current plan in the context of HEW's EMSS application evaluation guidelines. In doing so, we will identify all of the material in your existing plan that addresses one or more of the evaluation criteria used by HEW. Included will be both general criteria such as definition of needs and planning approach as well as appropriate attention to the specific 15 mandatory EMSS components which are:

The provision of manpower
Training of personnel
Communications
Transportation
Facilities
Critical care units
Use of public safety agencies
Consumer participation
Accessibility to care
Transfer of patients
Standard medical record keeping
Consumer information and education
Independent review and evaluation
Disaster linkage
Mutual aid agreements

When we have completed this exercise, we will have identified all of the material in your current plan that can be utilized in the revised plan as well as the gaps in content that must be filled in order to ensure HEW approval. During the performance of this task, we will not only refer to the documents cited above but several examples of State EMS plans that have been well received by HEW and which reside in our files. We will also plan to contact, in Washington, personnel in the EMS office of HEW as well as cognizant EMS personnel in the regional office in Denver, to determine if they have any further suggestions to offer as to the optimum organization and content of a State EMS plan.

Prepare Synoptic Outline

Based on our appreciation for what is required in a state plan and what data are already available in your current plan or can be anticipated to be readily available, we will prepare a detailed synoptic outline of the improved plan we propose to assist you to develop. This synoptic outline will not only identify all proposed chapter, section and major paragraph headings, but will also contain brief descriptions of the information to be presented within each of these portions of the plan. It will also contain representative displays. These will be tables, charts, and perhaps graphical illustrations of schedule, cost, and program data. The organization of our proposed plan, as well as the displays where appropriate, will reflect a "systems" approach wherever practicable. That is, interrelated components of the EMSS will be addressed in the logical sequence and, where feasible, displayed in diagrams that highlight these interfaces.

Review Synoptic Outline with Montana EMS Committee

We assume that under the general direction of you or a member of your staff, we will be working for some sort of an ad hoc group formed within the State of Montana to monitor this effort. The "Committee" might consist only of personnel in your own bureau or more ideally, might be expanded to include representatives of other state agencies and the general public as well. In any event, during this task we will meet with the appropriate group or groups to review in detail our synoptic outline. At that time we will make an informal presentation in support of the changes and/or additions that we have proposed. We will also be highly receptive to any suggestions for improvement, expansion or condensation offered by members of the committee. Finally, as each major section or chapter of the revised plan is discussed, we will try to identify, with the help of your personnel, sources of data as well as personnel resources that might be temporarily detailed to assist in the fact gathering, analysis, and writing effort.

Prepare Detailed Work Plan

Once we have an approved synoptic outline, we will lay out a detailed plan for how the draft of the revised plan is to be developed. This plan will designate each of the major participants, Booz, Allen personnel as well as members of the Montana State Government, and their day-by-day or week-by-week responsibilities in the areas of data collection, analysis, and generation of draft narrative text or preliminary schedule or cost displays. Once prepared, a copy of the detailed work plan will be given to each member of the team and they will be asked to agree to the feasibility of the indicated completion dates. If a problem is identified, the plan will be adjusted to accommodate personal schedules and preferences.

Prepare Rough Draft of Proposed Improved Plan

During the six weeks between December 9 and January 17, the revised and improved Montana State plan for EMS will be drafted. Approximately one week of this period will probably be lost because of the Christmas and New Year holidays. However, if carefully planned and conscientiously executed, there should be enough time for the Booz, Allen and Montana personnel to develop an excellent document. This is predicated on the assumption that Booz, Allen will be applying one full time and two part time people during this period and there may be as many as five State of Montana personnel involved on a part time basis. While the actual assignments will be designated in the work plan, we assume that Booz, Allen will take full responsibility for the development of selected sections, will work with your people as part of an ad hoc team to develop still further sections, and in some cases will merely perform a monitoring and review function. In any event, we will shoulder the complete responsibility for ensuring that the revised plan is fully responsive to the requirements of HEW and also that it flows logically, demonstrates a systems approach to the question of EMS improvements, and is consistent and adequately integrated.

Our schedule and cost estimate assume that the bulk of the draft typing and graphics work will be performed in Montana using state personnel, equipment, and facilities. Where necessary, however, we would naturally support our personnel with clerical and stenographic support in our own offices. More specifically, we would expect to offer and utilize the services of the excellent graphics department in our Bethesda office. These personnel are thoroughly conversant with numerous attractive and effective means of displaying program, schedule, and cost data. The application of their expertise will enhance the professionalism of the Montana Plan.

Assist With the Coordinated Review and Final Modification of the Initial Draft

During the last two weeks of January, our people will assist your committees or groups to review the draft plan and to accomplish any last minute changes deemed necessary. We visualize this as an informal process. Our staff will participate in oral presentations, be available to answer questions, and will assist with the redrafting of material wherever potential improvements are identified. At the conclusion of this task you will have in hand a fully reviewed and edited rough draft.

Publish a Smooth Version of the Approved EMSS Plan

During the first three weeks of February the reports typing and graphics personnel in our Bethesda, Maryland office will compose and print a smooth version of the approved Montana EMSS Plan. Our high standards of format and proportional spaced documentary type will be used. We will air freight 30 copies of the printed and bound report to you so that they will arrive no later than February 24. In this manner, you will be able to meet HEW's March 1 requirement with a report that reflects uniformly high professional standards.

STAFFING, TIME AND COST

As an officer of the firm, I will be responsible for the end results of our work and will participate actively throughout the assignment. I will be assisted by two members of our professional staff. One of these persons will be a Consultant selected from the Health and Medical Division of our Government Services Group. At the present time we expect this to be either Mr. G. N. J. Vasile or Mr. Frederick A. Krefetz. Both have special training and experience in health service administration. The second member of the team will be drawn from the Applied Research Division of our Technical Services Group. He will have extensive experience in the project planning and evaluation process and be familiar with the techniques used to display these kinds of data. He will also have performed systems analyses. We expect this individual to be Mr. Charles F. McMorrow or Mr. Douglas H. Stuard. Detailed personnel resumes for all individuals identified in this paragraph are provided in Attachment A.

We would be pleased to perform the work on either a fixed price or time and materials basis. We estimate that our charges for professional time will run about $16,500 and the cost of travel and subsistence about $3,500. The total cost, therefore, will approximate $20,000. A suggested contract form is enclosed as Attachment B for your convenience.

OUR QUALIFICATIONS

Booz, Allen & Hamilton Inc. enjoys a reputation as a top quality and widely diversified management consulting company. Less well known is the fact that we do a great deal of work for federal, state and local government agencies. Approximately 40 percent of our revenues are derived from these sources. Representative current assignments that are related to the proposed consulting and support effort are:

- For the Associated Public-Safety Communication Officers Inc. we are performing a survey of 50 state planning offices. The purpose of this assignment will be to develop a detailed data base on the procedures and techniques currently being used by states in their criminal justice improvement plans and also to develop "guidelines" as to how these plans can be prepared in a more systematic and meaningful fashion in the future.

- We have just begun a project in Missoula, Montana to develop a centralized dispatching system for law enforcement, EMS, and fire agencies.

- We are currently studying regionalization in blood supply systems, blood banking information and cost finding systems, and the feasibility of assessing post-transfusion hepatitis for the National Institutes of Health. These studies are national in scope and require significant application of systems analysis techniques.

- Various studies of community health programs are in progress in Maryland, North Carolina, Kansas, and Canada.

More detailed descriptions of each of these assignments can be found in the unsolicited proposal referenced earlier.

* * * * * *

We look forward to the opportunity of working with you on this interesting assignment. We are prepared to begin within a few days of your authorization to proceed. As indicated above, the tightness of the schedule for this work dictates that we should receive this authorization within a few weeks if sufficient time is to be available for completion of the work by February 1, 1975. Please contact me or Mr. Kenneth C. Mundell at this location as soon as you have reached a decision or if you require additional information.

Very truly yours,

BOOZ · ALLEN & HAMILTON Inc.

Christian L. Rust
Vice President

mbr

ATTACHMENT A

CHRISTIAN L. RUST

Mr. Rust received his B.S. degree in Chemical Engineering from the Massachusetts Institute of Technology and his M.B.A. from the American University.

Mr. Rust's experience includes process design, systems analysis, industrial engineering, R&D planning and project evaluation, and the design and development of management information systems for both private industry and government agencies.

Mr. Rust's early professional experience was in process design and cost estimating with Standard Oil Company of California. With Procter and Gamble, he supervised four processing departments at two plant locations and worked on projects relating to production and inventory control, management workload analysis, and organizational structure in a corporate systems analysis office.

In his first three years with Booz, Allen & Hamilton, Mr. Rust worked on a variety of assignments involving cost reduction, production and inventory control, simulation modeling, PERT scheduling, work measurement, organization analysis, wage and salary administration, and performance and budgetary controls for industrial concerns as well as state and municipal governments.

In the past ten years, Mr. Rust has participated in or directed more than 30 studies for Booz, Allen Applied Research. He performed technical program planning and evaluation studies, including configuration management and integrated logistics support, for the SEAHAWK, ASW and Underway Replenishment Project Offices and a study of organizational relationships and planning systems for NAVORDSYSCOM. Mr. Rust has directed teams that researched and wrote field manuals on scientific inventory control (FM 38-22) and overall logistics management (FM 38-1) for ALMC, designed and programmed appropriation for ODCSLOG, helped prepare Systems Development Plans and RFP's for the UTTAS and XM179 project managers, and analyzed alternative means of logistically supporting commercial vehicles in overseas theaters for a DA study group. Further, he has supported several jointly staffed organizations (e.g., JLRB, TG 1-70) and on assignment for Booz, Allen in Saigon, directed a team that developed a program planning and monitoring system for the Vietnamese Joint General Staff. During this period he also developed Criminal Justice improvement plans for two Virginia Planning Districts.

With Booz, Allen's Systems Engineering Division, Mr. Rust assisted the Joint Tactical Communications Office (TRI-TAC) in the development of the Program Management Plan (PMP), a decision risk analysis of acquisition strategies, several organizational analyses and a survey of industrial and governmental attitudes toward the specification of reliability requirement in defense contracts.

Most recently, Mr. Rust has been responsible for an organizational, financial, and procedural analysis for the Republic of Korea that will support the establishment of a national Korean Port Authority, the development of improved measures of the productivity of scientists and engineers for a large utility company, and a national survey of planning techniques and procedures being used by the fifty State Planning Agencies to identify and program improvements in their criminal justice systems.

His article "Logistics Lessons from the Vietnamese Era" was published in Proceedings, 26th Military Operations Research Symposium, November 1970. In addition, he has authored numerous technical reports for client organizations.

Mr. Rust is a Certified Management Consultant, Registered Professional Engineer in the State of Ohio, and a member of Tau Beta Pi.

FREDERICK A. KREFETZ

Mr. Krefetz, a consultant in the Health and Medical Division, received a B.S. degree in civil engineering from the Georgia Institute of Technology, a M.B.A. degree in finance from the Stanford Business School and a M.S. degree in health services administration from the Stanford University School of Medicine.

Prior to joining the firm, Mr. Krefetz worked in the U.S. Public Health Service assigned to the National Institute for Occupational Safety and Health. While working as a sanitary engineer, he participated in the planning and conducting of research on health hazards from chemical and physical agents in the occupational environment. Among his other activities, he assisted in the development of specifications for the coal mine health and safety act of 1969.

Mr. Krefetz also worked for the Regional Medical Program at Stanford University where he assisted with the organization and operations of a community health center. This required the development of an accounting and bookkeeping system, information system, medical records, patient and record flows, appointment and registration procedures, job descriptions for the staff, coordination of referrals with a local hospital, and follow-up procedures.

Since joining Booz, Allen & Hamilton, Mr. Krefetz participated in a program planning study for a county health and welfare department. This study involved determining the role of the county in meeting its responsibilities for providing health care services. He has also participated in a number of other client assignments in the health and medical field, including long-range planning, determination of community needs, and financial feasibility studies for institutions in California, Ohio, and Oklahoma.

CHARLES F. MC MORROW

Mr. McMorrow received his B.E.E. degree in Electrical Engineering from Rensselaer Polytechnic Institute. He completed additional graduate course work in Business Administration, Business Law and Industrial Management at Drexel University. He holds a certificate in advance management techniques from the University of Michigan, Graduate School of Business Administration. Various courses in Work Simplification and Program Management were completed under industrial sponsorship.

Mr. McMorrow has twenty-five years of experience in leadership and management responsibilities in technical, scientific and project oriented organizations. This experience has included management responsibilities for a world-wide field service organization and direction of numerous command and control system evaluation programs. Included in his later experience has been the direction of program development for state and local governments in the fields of public safety information and communication systems design, corrections, detention and rehabilitation programs and the development of emergency and disaster response procedures.

As Director of Engineering and Manufacturing with General Mills Electronic Division, Mr. McMorrow was responsible for the technical, administrative and financial management of an industrial complex with an annual budget of more than a hundred million dollars. He directed the design, manufacturing and customer service programs for a line of general purpose digital computers, a series of articulating mechanical manipulators and a line of high speed production packaging machines. Later, as Director of Engineering and Research at ACF Industries, he established and managed the Human Factors Research Laboratory for the development of educational and training devices to support the design of aircraft and space vehicle flight simulators. He directed the program for flight simulator implementation for USAF in Europe and Asia.

At Booz, Allen Applied Research, Mr. McMorrow is responsible for the research and evaluation of public safety communications, records and information systems on a state, county and municipal level. His work in this field has included the design and development of county-wide criminal justice information and communications systems in Ohio which interfaces with the State CJIS and national NCIC systems and for municipal systems in Pennsylvania and New York. He has designed detention and correctional facilities at the county level in Ohio.

Mr. McMorrow is a member of Sigma Xi and a past senior member of the American Management Association, American Society of Tool and Manufacturing Engineers and the Institute of Electrical and Electronics Engineers. He is a member of the Associated Public-Safety Communications Officers and a correspondent of the National Association of Counties.

DOUGLAS H. STUARD

Mr. Stuard received his B.S. degree in Electrical Engineering from California State Polytechnic College and is presently studying operations analysis at The American University at the graduate level. He has had four years professional experience in the fields of communications systems and digital design.

At the U.S. Army Satellite Communications Agency, Mr. Stuard participated in the development and testing of tactical satellite communications terminals. He also engaged in the design of VHF and UHF radio relays and associated supervisory control systems which use analog tone channels to control and interconnect remotely located radio equipment. In addition, Mr. Stuard has practical knowledge of public safety communications operation and systems through lengthy association with the land-mobile service managers and maintenance personnel.

While at a major aerospace firm, Mr. Stuard was engaged in system design and analysis for a domestic satellite communications network. Duties included site selection, interference analysis, frequency coordination and preparation of license applications for terrestrial microwave and satellite earth stations.

With Booz, Allen Applied Research, Mr. Stuard studied multiple access techniques for satellite communications systems. He was also involved in developing alternative approaches for mobile telephone systems, including system organization and techniques for implementation. He has investigated signalling requirements for a large-scale voice and data communications system and is currently involved in technical support to the Navy's secure communications research and development efforts.

Mr. Stuard is a member of the Institute of Electrical and Electronics Engineers.

GENNARO J. VASILE, Ph. D.

Dr. Vasile, a consultant with the Health and Medical Division, received his B.A. in Biology from St. John Fisher College, his M.B.A. in Hospital Administration from Xavier University, and his Ph.D. in Hospital and Health Administration from the University of Iowa.

While studying toward his doctorate, Dr. Vasile worked as an instructor for the Graduate Program in Hospital and Health Administration at the University of Iowa. He taught systems analysis of national health policy and research methodologies for health services research. He participated in curriculum design development, thesis supervision and field study coordination. Additionally, Dr. Vasile served as an Administrative Assistant to the Director of the University of Iowa Hospital doing special project work in the systems department and in the areas of planning and development.

Prior to joining the firm, Dr. Vasile was an Assistant Administrator for St. Elizabeth Hospital in Utica, New York, where he was responsible for health services programs and facilities planning and development, personnel administration, community relations and other support functions. While at St. Elizabeth Hospital, Dr. Vasile coordinated the planning development and operating systems for a 580-car parking facility. Additionally, he participated in the development and implementation of the hospital's long-range plan by conducting a health maintenance organization feasibility study and managing the Hospital's $9 million comprehensive ambulatory care expansion program.

Dr. Vasile was also actively involved in the communities' health planning process serving on the Board of Directors of the regional health education council and several committees for ambulatory care services.

With the firm, Dr. Vasile has participated in a variety of assignments for teaching and specialized hospitals including institutional role, program and facilities studies as well as financial planning and financial feasibility studies for facilities acquisition. Currently, Dr. Vasile is participating in two client assignments in the Midwest concerning institutional role, program and facilities planning.

ATTACHMENT B

CONTRACT

This TIME AND MATERIALS Contract entered into this _____ day of _____, 1974 by and between the STATE OF MONTANA, acting by and through its DEPARTMENT OF HEALTH SERVICES, hereinafter referred to as the Department, and BOOZ · ALLEN & HAMILTON Inc. a Delaware corporation having offices at 4733 Bethesda Avenue, Bethesda, Maryland 20014, hereinafter referred to as the Consultant.

WHEREAS, the Department is desirous of the study, planning and documentation of an Emergency Medical Services (EMS) System Plan for the State of Montana;

WHEREAS, the State of Montana desires to engage the Consultant to render certain technical and professional services;

NOW, THEREFORE, in consideration of the payments hereinafter agreed to be made and the mutual promises and covenants hereinafter set forth, the parties hereto do mutually agree as follows:

ARTICLE I. SCOPE OF WORK

The Department agrees to employ and hereby does employ the Consultant to provide and the Consultant agrees to provide professional consulting services to the Department. The nature and scope of such professional and consulting services are more fully set forth in Exhibit A hereto which is hereby specifically made a part hereof.

Should the Department determine that its best interests would be served by a modification of this project, Department may redefine the services to be provided, hereunder by the Consultant, provided, however, that the services as redefined are fairly within the scope of the Consultant's undertaking and compensation in view of any work it may have already completed or commenced at the time Department redefines the project. Should the work, as redefined, be beyond the scope of Consultant's undertaking or compensation in view of any work it has already completed or commenced, the parties shall promptly, and in good faith, enter into negotiations to redefine the services to be provided by the Consultant and the compensation it is to receive.

It is understood and agreed that reasonable differences of opinion in areas of technical conclusions and recommendations shall not serve as the basis for the rejection of any report hereunder nor the failure to provide payment of the sums hereinafter set forth.

ARTICLE II. PERIOD OF PERFORMANCE

The Consultant shall use its best efforts to perform the work called for under ARTICLE I above during the period commencing on the date of this agreement and continuing in accordance with the schedule set forth in ARTICLE IV.

ARTICLE III. COMPENSATION AND PAYMENT

1. Compensation

In full consideration for the work and/or services to be provided by the Consultant under ARTICLE I hereof, the Department shall make payment on a Time and Material basis as follows:

a. Direct Labor: The Consultant's standard billing rate for each individual for time actually spent on assignment.

b. It is anticipated that the Consultant will incur costs of materials and other direct expenses and will also be required to perform travel in the execution of the work and services required under ARTICLE I and shall therefore be reimbursed as follows:

1. Materials and Other Direct Costs - Actual cost

2. Travel - Reasonable/Actual costs

3. Subsistence - Reasonable/Actual costs in accordance with the Consultant's policy.

c. The total amount allocated to this contract is Twenty Thousand dollars ($20,000) and the Department shall not be liable for the payment of any amount in excess thereof, unless such amount is increased in writing by the Department. In the event that the Consultant anticipates that costs will exceed the aforementioned amount, the Consultant shall issue appropriate notification to the Department.

2. Payment

A. The consultant shall submit monthly an original and ___copies of invoices covering the prior month's work denoting the category of personnel performing the services, the number of man hours delivered, material, travel, subsistence, and other direct costs, and the total amount therefor.

B. Upon receipt of such invoices, the Department will forward payment to:

Booz, Allen & Hamilton Inc.
4733 Bethesda Avenue
Bethesda, Maryland 20014

ARTICLE IV. DELIVERY

1. The consultant shall deliver the items called for in ARTICLE I hereinabove in accordance with the following schedule:

Item No.	Description	Delivery Date
1	Synoptic Outline of EMS Plan	2 weeks After Award
2	Final EMS Plan	14 weeks After Award

ARTICLE V. PLACE OF PERFORMANCE

1. The Consultant shall perform the contract at:

a. The Consultant's facility located at 4733 Bethesda Avenue, Bethesda, Maryland

b. The Department's facility located at Department of Health, Cogswell Building, Helena, Montana 59601

c. and elsewhere as designated by the Department.

ARTICLE VI. SPECIAL PROVISIONS

A. All information, data, reports, necessary for carrying out the work described herein shall be furnished to the Consultant without charge by the Department and the Department will cooperate with the Consultant in every way possible in the carrying out of the services herebefore.

B. The Department agrees to make available without charge to the Consultant at the Department's facility any office space needed by the Consultant in addition to the Consultant's usual place of business for the performance of the services agreed to under this contract.

C. The Department represents and warrants to the Consultant that it is duly authorized and empowered to enter into this agreement and that funds are available for payment to the Consultant under this contract both without further consent or authorization of any person or organization.

ARTICLE VII. CONTENTS OF CONTRACT AND ORDER OF PRECEDENCE

1. The parties executing this contract in its entirety consists of the following, which if not heretofore, are hereby incorporated herein and made a part of this Contract:

1. Recital
2. Schedule - ARTICLE I through VI, pages A (1) through A (4)
3. Signature Page

2. To the extent of any inconsistencies between the above, the rights and obligations of the parties to this contract shall be governed by the following order of precedence: Face Page, Schedule and any documents or specifications which are made a part of this contract by reference or otherwise.

Both parties hereto warrant and represent that they have full right, power and authority to execute this contract.

IN WITNESS WHEREOF, the parties hereto have executed this agreement as of the day and year first above written.

STATE OF MONTANA
DEPARTMENT OF HEALTH

BY: _____

Typed Name: _____
Title _____

BOOZ · ALLEN & HAMILTON INC.

BY: C Rust

Typed Name: Christian L. Rust
Title Vice President